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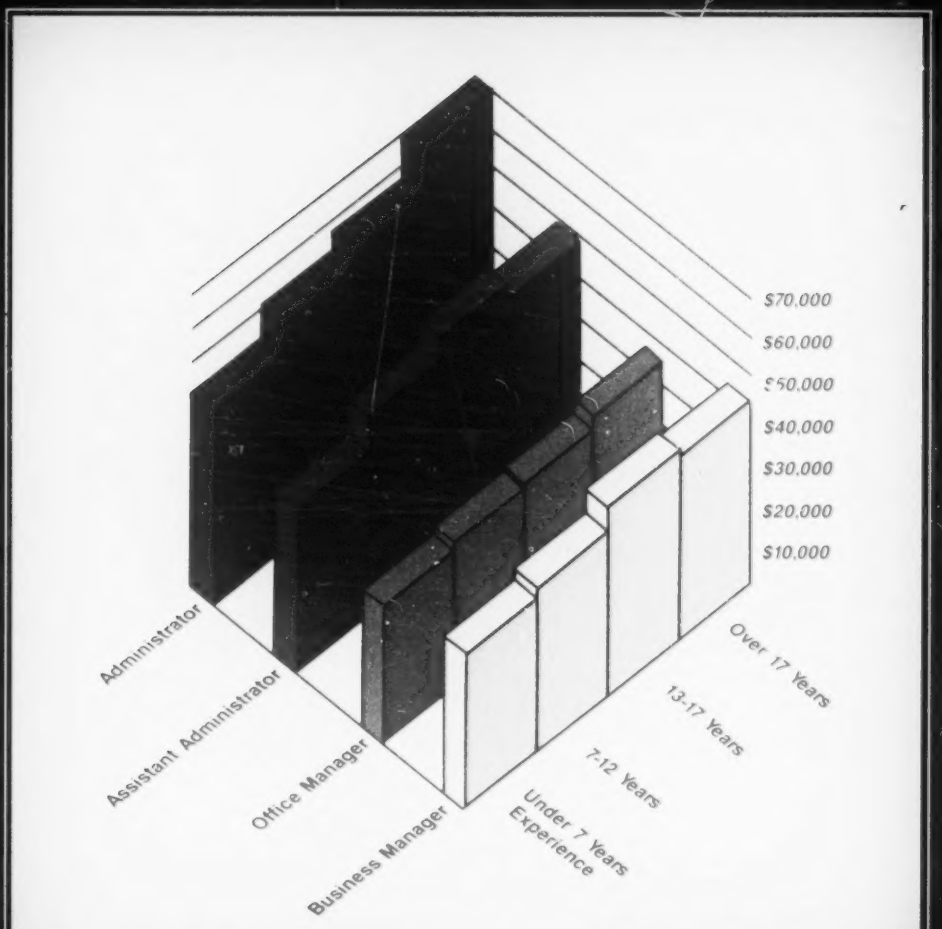
MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

1988 REPORT

BASED ON 1988 DATA



Median Annual Salary and Bonus by Position and Years of Experience

MGMA
FOUNDED 1926

MEDICAL GROUP MANAGEMENT ASSOCIATION

1988 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY REPORT

Based on 1988 Data

MEDICAL GROUP
MANAGEMENT
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The 1988 Membership Salary and Fringe Benefit Survey was compiled by the Center for Research in Ambulatory Health Care Administration, the research affiliate of the Medical Group Management Association.

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Medical Group Management Association
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Introduction

The MGMA 1988 Membership Salary and Fringe Benefit Survey Report is based on data provided by MGMA members during May and June, 1988. Out of 6,285 survey questionnaires mailed to all MGMA active and associate members, 2,654 questionnaires were returned, representing a response rate of 42.2 percent. To make the survey as current as possible, respondents were asked to use 1988 compensation data as the basis for completing their questionnaires. For example, when an administrator is compensated with a percentage of group revenue or by a bonus arrangement, the survey instructed the respondent to provide a "best estimate" of what 1988 total compensation would be.

Confidentiality of the data provided in the survey questionnaires has been strictly followed. Respondents were asked not to sign or identify their questionnaires, and plain envelopes were provided for their responses. To further insure anonymity in this survey report, data were suppressed when there were five or fewer responses in a category.

This report is copyrighted by the Medical Group Management Association. The MGMA/CRAHCA staff realizes the sensitive nature of salary and fringe benefit information and will maintain strict confidentiality of individual responses.

The format and content of the MGMA Membership Salary and Fringe Benefit Survey are the responsibility of the MGMA Financial Management Committee. If you have a question concerning the survey results, or comments on how this report could be enhanced or the survey questionnaire improved, please contact one of the members of the Financial Management Committee or the MGMA/CRAHCA staff. Changes made in the 1988 survey and report are a direct result of member suggestions during the past year.

Your continued cooperation by participating in your Association's surveys is appreciated.

—1988 MGMA Financial Management Committee
and the MGMA/CRAHCA Staff

How This Report Was Computed

The Center for Research in Ambulatory Health Care Administration received, processed, and edited all survey questionnaires. Completed questionnaires were examined for clarity and content validity. A visual edit was made to insure that information was reported in the appropriate spaces on the questionnaire, and a computational edit was performed to insure correct data entry. This report was computed using computer programs developed by CRAHCA utilizing SPSS-PC on a Compaq personal computer.

Annual salary, as reported in these results, includes all income earned during 1988. Respondents were asked to report total annual compensation from the medical group and group-owned organizations. Annual salary was defined to include the following: wages/salaries, Christmas or other taxed special bonuses, taxed profit sharing payments, payments in lieu of vacation, and other taxable compensation.

Respondents were asked to report the value (dollar cost) of the annual fringe benefits they receive. Annual fringe benefit data were reported in categories of: contribution to retirement program(s); insurance benefits (total premium cost for health/medical, dental, term life, and accidental death/disability insurance); automobile allowance (excluding mileage reimbursement); education/meeting/conference allowance; paid legal/tax fees, and professional association dues. The survey questionnaire summarized any noncategorized benefits in an "other" category. Survey respondents summed all fringe benefits into a Total Annual Fringe Benefits category. If a survey contained fringe benefit detail data but did not include a total, this statistic was computed for inclusion in the survey data base.

All data tables report frequency of response, median, 25th percentile, and 75th percentile information. The median, simply stated, is the midpoint of all responses by participants. For example, with 83 responses, the median is the data reported by the respondent ranked 42nd when the data are ranked from low to high. The 25th percentile is the point on the frequency distribution at which 75 percent of the respondents earned higher salaries. In this example, it is represented by averaging the 20th and 21st ranked responses. Similarly, the 75th percentile is the point on the frequency distribution at which 25 percent of the respondents earned higher salaries. In a sample of 83 respondents, the 62nd and 63rd ranked salaries are averaged for this indicator.

How To Use This Report

To use this report, administrators should examine both their professional backgrounds and the demographic characteristics of their groups. Each table in the report should then be examined for applicability. By selecting appropriate tables, a compensation profile of administrators having similar characteristics can be constructed.

Compensation information derived from this report should be adjusted for such factors as managerial expertise, current salary level, financial status of the group, and the relationship between the administrator and the group's physician board. Traditionally, medical group boards place the greatest emphasis on the variables of size of group, group total revenue, number of persons supervised, education level, and management health care experience when establishing salary and fringe benefits.

It must be stressed that the Membership Salary and Fringe Benefit Survey is not based on a formal random sample. Since all responses are purely voluntary, an element of self-selection bias is introduced into the survey report. Caution should also be exercised in interpreting data when the response rate for a given category is low (20 respondents or fewer). When there is low response, a published statistic could change significantly with the addition of only a few more cases.

Demographic Profile of Respondents

Table A: MGMA Section of Respondents	Frequency	Percent
Eastern	547	20.8%
Midwest	704	26.7
Southern	759	28.8
Western	623	23.7
Total	2633	100.0%
Missing	21	

Table B: Number of FTE Physicians in Respondent's Group	Frequency	Percent
6 or Less	925	35.4%
6.01 to 15	627	24.0
15.01 to 25	297	11.4
25.01 to 35	152	5.8
35.01 to 50	166	6.4
50.01 to 100	200	7.7
Over 100	245	9.4
Total	2612	100.0%
Missing	42	

Table C: Group Type	Frequency	Percent
Single Specialty	1388	52.5%
Multispecialty	1256	47.5
Total	2644	100.0%
Missing	10	

Table D: Group Payment Mechanism	Frequency	Percent
Fee-for-Service	1595	60.6%
Fee-for-Service/Prepaid	1008	38.3
Prepaid	30	1.1
Total	2633	100.0%
Missing	21	

Table E: University Affiliation of Respondent's Group	Frequency	Percent
Centralized Plan	172	6.5%
Departmentalized Plan	263	10.0
University Health Service	24	.9
Other	60	2.3
Not University Affiliated	2111	80.3
Total	2630	100.0%
Missing	24	

Table F: Gender of Respondents	Frequency	Percent
Male	1605	60.7%
Female	1037	39.3
Total	2642	100.0%
Missing	12	

Table G: Formal Education of Respondents	Frequency	Percent
High School	309	11.7%
Associate Degree	297	11.3
Bachelor's Degree	977	37.0
Master's Degree	981	37.2
Phd, JD, etc.	56	2.1
MD	20	.8
Total	2640	100.0%
Missing	14	

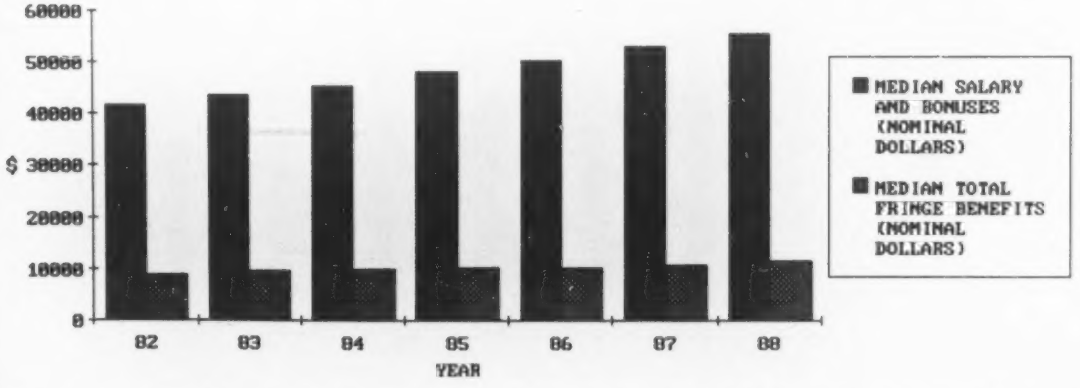
Table H: Years of Administrative Experience of Respondents	Frequency	Percent
7 years or fewer	745	28.4%
7.01 to 12	715	27.3
12.01 to 17	557	21.3
17.01 or More	604	23.0
Total	2621	100.0%
Missing	33	

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

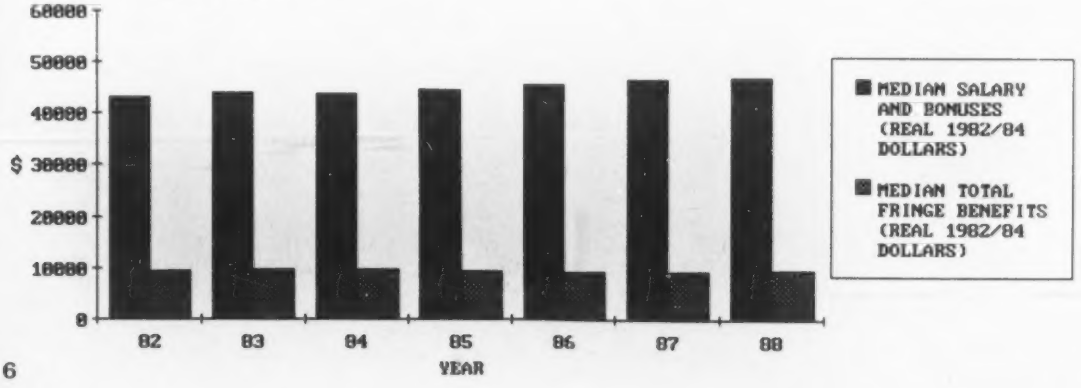
Table 1: Median Salary and Fringe Benefits Data for Chief Administrators in Nominal and Real Dollars: 1982 - 1988

YEAR	MEDIAN SALARY AND BONUSES (NOMINAL DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (NOMINAL DOLLARS)	CONSUMER PRICE INDEX (CPI-U) (1982/84 =100)	% CHANGE IN CPI-U (1982/84 =100)	MEDIAN SALARY AND BONUSES (REAL 1982/84 DOLLARS)	MEDIAN TOTAL FRINGE BENEFITS (REAL 1982/84 DOLLARS)
1981			90.9			
1982	$42,000	$9,203	96.5	6.2%	$43,523	$9,537
1983	$44,000	$10,000	99.6	3.2%	$44,177	$10,040
1984	$45,700	$10,300	103.9	4.3%	$43,985	$9,913
1985	$48,500	$10,500	107.6	3.6%	$45,074	$9,758
1986	$50,500	$10,600	109.6	1.9%	$46,077	$9,672
1987	$53,250	$10,949	113.6	3.6%	$46,875	$9,638
1988	$56,000	$11,735	118.3	4.1%	$47,337	$9,920

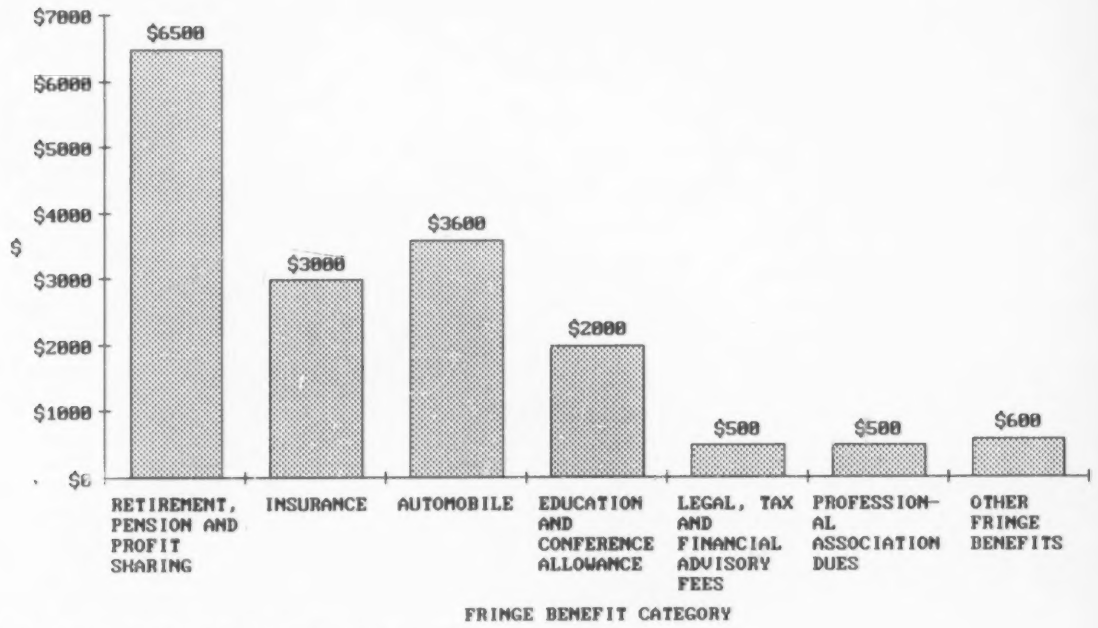
Graph 1A: Median Salary and Fringe Benefits Data for Chief Administrators in Nominal Dollars: 1982 - 1988



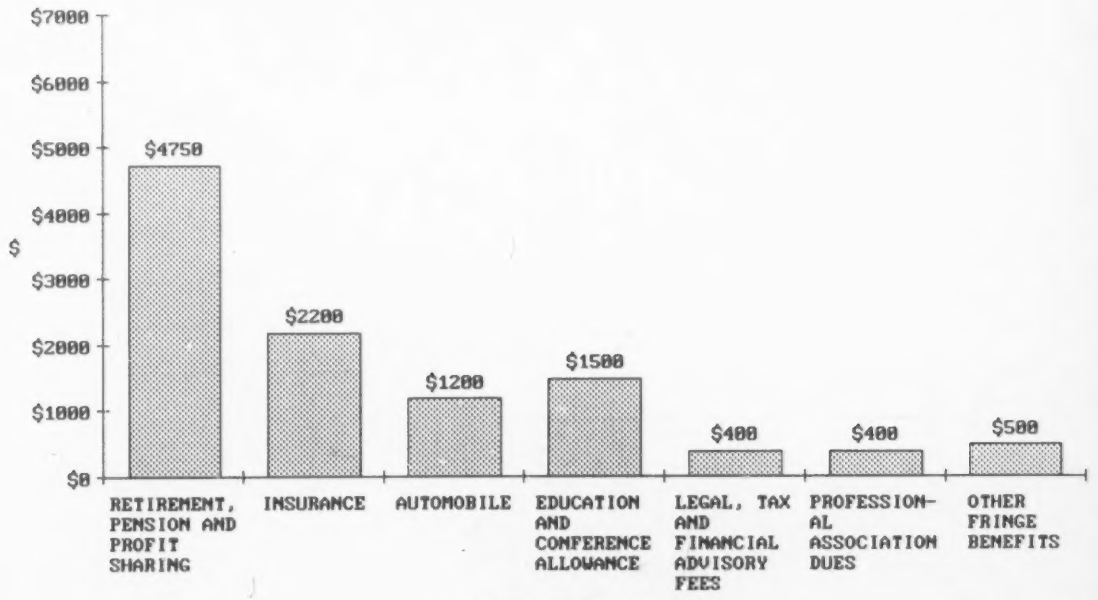
Graph 1B: Median Salary and Fringe Benefits Data for Chief Administrators in Real Dollars: 1982 - 1988



Graph 2A: Median Fringe Benefits Data for Chief Administrators

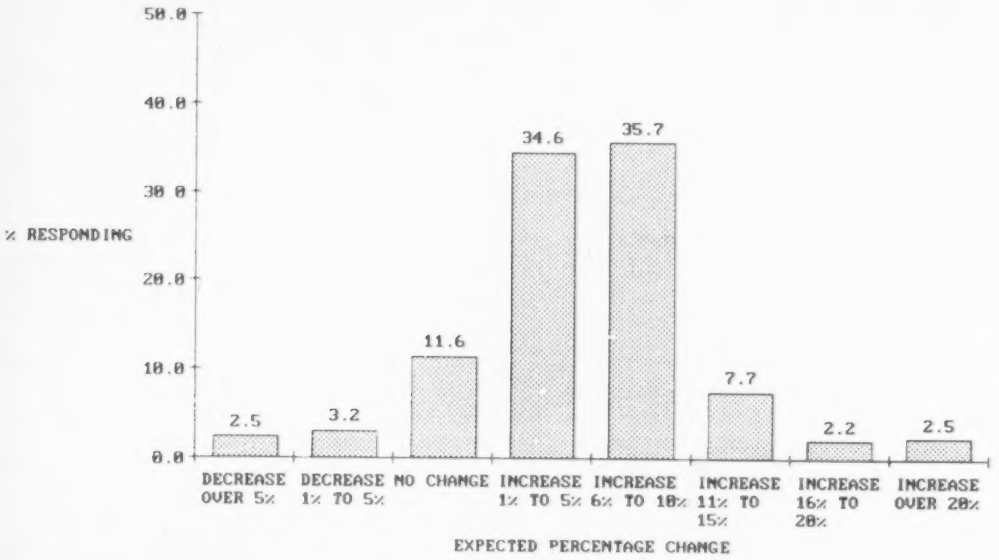


Graph 2B: Median Fringe Benefits Data for Business Managers

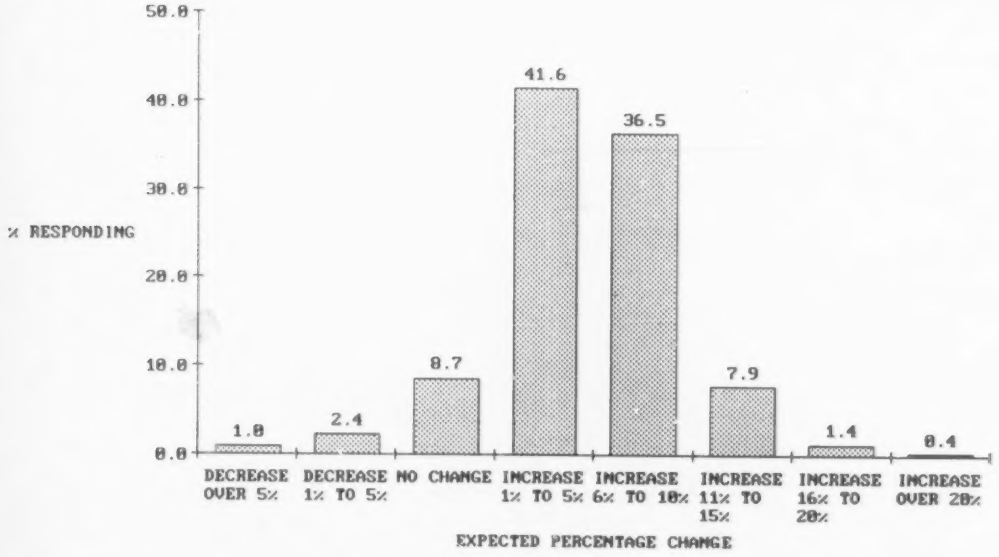


Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

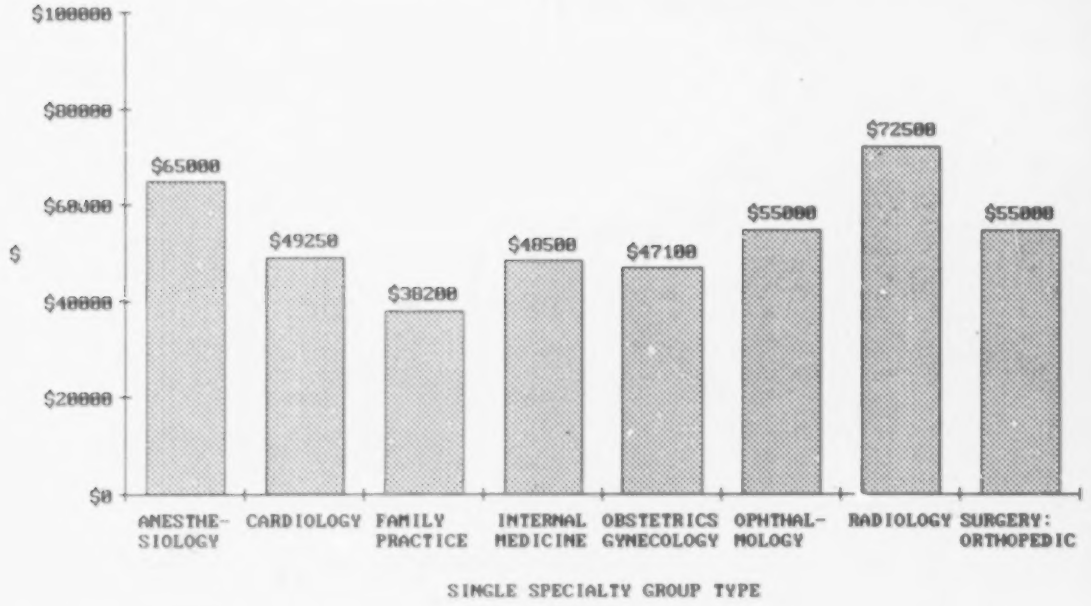
Graph 3A: Expected Percentage Change in Compensation from 1987 to 1988 for Chief Administrators



Graph 3B: Expected Percentage Change in Compensation from 1987 to 1988 for Business Managers



Graph 4A: Median Salary Data for Chief Administrators by Single Specialty Group Type



Graph 4B: Median Salary Data for Business Managers by Single Specialty Group Type

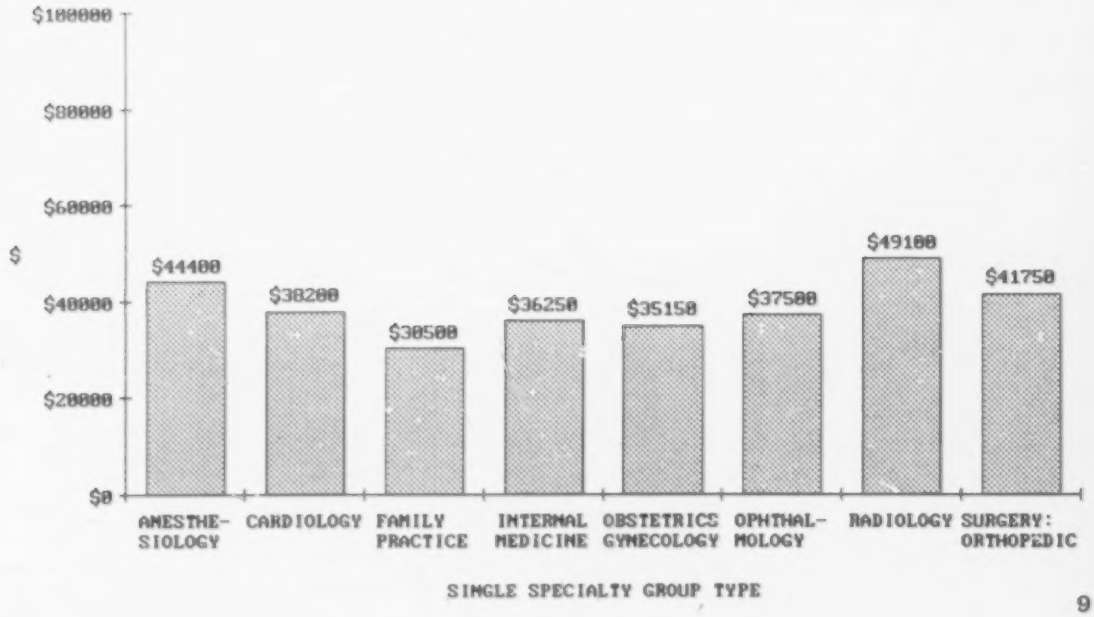


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Table 5A — Part 1: Number of Responding Members Providing Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	1,133	201	166	218	236	36
RETIREMENT, PENSION AND PROFIT SHARING	867	156	130	151	173	32
INSURANCE	998	149	138	184	199	33
AUTOMOBILE	303	7	16	17	23	4
EDUCATION AND CONFERENCE ALLOWANCE	920	148	128	170	159	27
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	91	6	5	6	1	0
PROFESSIONAL ASSOCIATION DUES	952	158	125	175	195	28
OTHER FRINGE BENEFITS	270	24	21	29	15	4
TOTAL FRINGE BENEFITS	1,052	174	148	199	214	33
PAID VACATION DAYS	1,118	200	163	215	234	38
EDUCATION AND CONFERENCE DAYS ALLOWED	870	127	114	151	126	33
EDUCATION AND CONFERENCE DAYS USED	1,007	179	145	182	203	31

Table 5B — Part 1: 25th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$44,000	$40,000	$40,000	$34,500	$26,050	$35,500
RETIREMENT, PENSION AND PROFIT SHARING	$4,000	$3,300	$3,000	$2,200	$2,800	$2,200
INSURANCE	$1,800	$1,400	$1,200	$1,200	$1,000	$1,500
AUTOMOBILE	$1,800	$545	$575	$1,200	$350	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,000	$1,500	$1,000	$1,000	$500	$500
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$250	$250	*	$100	*	*
PROFESSIONAL ASSOCIATION DUES	$350	$300	$250	$200	$280	$200
OTHER FRINGE BENEFITS	$350	$200	$200	$235	$100	*
TOTAL FRINGE BENEFITS	$7,275	$6,700	$6,150	$4,375	$4,050	$5,400
PAID VACATION DAYS	15	20	15	15	15	15
EDUCATION AND CONFERENCE DAYS ALLOWED	5	5	5	5	5	5
EDUCATION AND CONFERENCE DAYS USED	5	5	4	3	3	3

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 5C — Part 1: Median Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$56,000	$49,000	$48,000	$40,000	$32,000	$40,934
RETIREMENT, PENSION AND PROFIT SHARING	$6,500	$5,650	$4,850	$3,500	$4,000	$3,200
INSURANCE	$3,000	$2,500	$2,525	$2,000	$1,706	$2,650
AUTOMOBILE	$3,600	$1,200	$1,350	$2,000	$1,200	*
EDUCATION AND CONFERENCE ALLOWANCE	$2,000	$2,000	$1,950	$1,400	$1,000	$1,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$500	$650	*	$138	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$500	$400	$300	$400	$325
OTHER FRINGE BENEFITS	$600	$523	$300	$400	$300	*
TOTAL FRINGE BENEFITS	$11,735	$10,130	$9,550	$6,400	$6,250	$7,700
PAID VACATION DAYS	20	21	20	18	15	15
EDUCATION AND CONFERENCE DAYS ALLOWED	10	10	8	8	8	5
EDUCATION AND CONFERENCE DAYS USED	6	6	5	5	5	5

Table 5D — Part 1: 75th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF ADMINISTRATOR	UNIVERSITY GROUP ADMINISTRATOR	ASSOCIATE ADMINISTRATOR	ASSISTANT ADMINISTRATOR	OFFICE MANAGER	CONTROLLER
SALARY AND BONUSES	$76,600	$61,000	$65,000	$50,000	$37,000	$49,800
RETIREMENT, PENSION AND PROFIT SHARING	$10,000	$8,240	$7,500	$6,000	$5,490	$5,100
INSURANCE	$4,000	$4,000	$4,000	$3,275	$2,997	$3,300
AUTOMOBILE	$5,200	$4,100	$4,400	$3,000	$3,600	*
EDUCATION AND CONFERENCE ALLOWANCE	$3,000	$3,000	$2,500	$2,000	$2,000	$1,400
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	$800	$800	*	$200	*	*
PROFESSIONAL ASSOCIATION DUES	$600	$500	$500	$500	$500	$500
OTHER FRINGE BENEFITS	$1,500	$1,600	$500	$1,000	$850	*
TOTAL FRINGE BENEFITS	$17,575	$13,500	$13,300	$10,299	$9,450	$9,390
PAID VACATION DAYS	20	24	22	20	20	20
EDUCATION AND CONFERENCE DAYS ALLOWED	10	12	10	10	10	7
EDUCATION AND CONFERENCE DAYS USED	10	10	9	8	7	5

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
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Table 5A — Part 2: Number of Responding Members Providing Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	75	518	20	12	6	11
RETIREMENT, PENSION AND PROFIT SHARING	57	415	14	9	3	9
INSURANCE	67	448	15	9	4	11
AUTOMOBILE	13	89	0	2	2	2
EDUCATION AND CONFERENCE ALLOWANCE	59	392	13	9	3	11
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	4	17	1	1	2	1
PROFESSIONAL ASSOCIATION DUES	61	435	14	8	4	10
OTHER FRINGE BENEFITS	6	64	0	3	3	3
TOTAL FRINGE BENEFITS	70	475	18	11	4	11
PAID VACATION DAYS	74	513	20	10	5	11
EDUCATION AND CONFERENCE DAYS ALLOWED	54	335	14	10	3	9
EDUCATION AND CONFERENCE DAYS USED	62	454	19	11	6	10

Table 5B — Part 2: 25th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$42,500	$31,000	$31,450	$83,000	$72,000	$36,000
RETIREMENT, PENSION AND PROFIT SHARING	$3,100	$3,000	$2,000	$10,000	*	$1,400
INSURANCE	$2,000	$1,300	$1,250	$3,000	*	$1,100
AUTOMOBILE	$540	$600	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,000	$1,000	$1,400	$2,000	*	$1,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$200	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$200	$300	$150	$450	*	$180
OTHER FRINGE BENEFITS	$100	$200	*	*	*	*
TOTAL FRINGE BENEFITS	$6,400	$5,980	$3,890	$3,000	*	$7,250
PAID VACATION DAYS	15	15	12	20	*	15
EDUCATION AND CONFERENCE DAYS ALLOWED	5	5	5	10	*	5
EDUCATION AND CONFERENCE DAYS USED	4	4	3	10	8	3

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 5C — Part 2: Median Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$52,000	$37,500	$37,350	$97,000	$145,000	$40,800
RETIREMENT, PENSION AND PROFIT SHARING	$4,900	$4,750	$4,000	$10,000	*	$3,800
INSURANCE	$2,700	$2,200	$2,100	$4,000	*	$3,200
AUTOMOBILE	$3,000	$1,200	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$1,500	$1,500	$1,500	$2,400	*	$1,500
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$400	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$300	$400	$245	$800	*	$300
OTHER FRINGE BENEFITS	$500	$500	*	*	*	*
TOTAL FRINGE BENEFITS	$9,075	$8,500	$6,550	$17,700	*	$10,300
PAID VACATION DAYS	20	15	19	24	*	20
EDUCATION AND CONFERENCE DAYS ALLOWED	8	10	6	15	*	6
EDUCATION AND CONFERENCE DAYS USED	5	6	5	14	16	6

Table 5D — Part 2: 75th Percentile Salary and Fringe Benefit Data by Position

SALARY OR FRINGE BENEFIT CATEGORY	POSITION DESCRIPTION					
	CHIEF FINANCIAL OFFICER	BUSINESS MANAGER	PERSONNEL DIRECTOR	MEDICAL DIRECTOR	PHYSICIAN PARTNER/ SHAREHOLDER	OTHER
SALARY AND BONUSES	$63,900	$47,250	$50,625	$112,500	$400,000	$57,500
RETIREMENT, PENSION AND PROFIT SHARING	$7,500	$7,000	$6,000	$12,750	*	$12,000
INSURANCE	$3,600	$3,475	$3,500	$5,000	*	$4,500
AUTOMOBILE	$4,800	$3,500	*	*	*	*
EDUCATION AND CONFERENCE ALLOWANCE	$2,000	$2,000	$2,000	$3,000	*	$3,000
LEGAL, TAX, AND FINANCIAL ADVISORY FEES	*	$500	*	*	*	*
PROFESSIONAL ASSOCIATION DUES	$500	$500	$430	$1,100	*	$500
OTHER FRINGE BENEFITS	$500	$1,100	*	*	*	*
TOTAL FRINGE BENEFITS	$12,970	$12,250	$9,200	$25,550	*	$19,100
PAID VACATION DAYS	20	20	20	30	*	22
EDUCATION AND CONFERENCE DAYS ALLOWED	10	10	10	20	*	10
EDUCATION AND CONFERENCE DAYS USED	7	8	6	20	20	10

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 6A: Number of Responding Members Providing Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	65	91	452	477	40	5
UNIVERSITY GROUP ADMINISTRATOR	8	3	69	115	5	1
ASSOCIATE ADMINISTRATOR	13	12	56	82	3	0
ASSISTANT ADMINISTRATOR	19	28	75	95	1	0
OFFICE MANAGER	99	59	55	21	1	0
CONTROLLER	1	3	20	12	0	0
CHIEF FINANCIAL OFFICER	5	1	38	28	3	0
BUSINESS MANAGER	90	95	193	136	2	0
PERSONNEL DIRECTOR	2	0	12	5	1	0
MEDICAL DIRECTOR	0	0	0	1	0	11
PHYSICIAN PARTNER/SHAREHOLDER	1	0	1	1	0	3
OTHER	0	2	5	4	0	0

Table 6B: 25th Percentile Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$32,000	$39,000	$42,000	$47,500	$58,751	*
UNIVERSITY GROUP ADMINISTRATOR	$41,550	*	$40,000	$40,000	*	*
ASSOCIATE ADMINISTRATOR	$34,000	$35,900	$37,950	$44,000	*	*
ASSISTANT ADMINISTRATOR	$28,304	$27,000	$34,000	$36,000	*	*
OFFICE MANAGER	$25,000	$25,900	$28,500	$30,500	*	*
CONTROLLER	*	*	$35,500	$36,000	*	*
CHIEF FINANCIAL OFFICER	*	*	$42,650	$45,000	*	*
BUSINESS MANAGER	$29,352	$30,000	$32,500	$33,500	*	*
PERSONNEL DIRECTOR	*	*	$31,450	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$85,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 6C: Median Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$41,600	$45,000	$54,625	$60,000	$80,500	*
UNIVERSITY GROUP ADMINISTRATOR	$47,139	*	$48,567	$49,600	*	*
ASSOCIATE ADMINISTRATOR	$37,000	$42,242	$46,700	$52,450	*	*
ASSISTANT ADMINISTRATOR	$34,500	$37,500	$40,000	$44,200	*	*
OFFICE MANAGER	$28,900	$32,500	$33,000	$35,500	*	*
CONTROLLER	*	*	$40,800	$46,900	*	*
CHIEF FINANCIAL OFFICER	*	*	$52,000	$54,750	*	*
BUSINESS MANAGER	$33,250	$36,100	$38,000	$42,750	*	*
PERSONNEL DIRECTOR	*	*	$36,500	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$99,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

Table 6D: 75th Percentile Salary Data by Position and Education

POSITION DESCRIPTION	EDUCATION					
	HIGH SCHOOL	ASSOCIATE DEGREE	BACHELORS DEGREE	MASTERS DEGREE	PHD OR JD	MD
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,000	$60,000	$75,000	$80,000	$95,327	*
UNIVERSITY GROUP ADMINISTRATOR	$52,000	*	$58,400	$62,500	*	*
ASSOCIATE ADMINISTRATOR	$54,000	$50,000	$63,550	$68,000	*	*
ASSISTANT ADMINISTRATOR	$48,000	$47,550	$47,000	$53,000	*	*
OFFICE MANAGER	$35,019	$39,400	$42,500	$41,000	*	*
CONTROLLER	*	*	$47,350	$54,000	*	*
CHIEF FINANCIAL OFFICER	*	*	$65,000	$62,500	*	*
BUSINESS MANAGER	$42,100	$44,200	$48,000	$53,300	*	*
PERSONNEL DIRECTOR	*	*	$47,350	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	$120,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*
OTHER	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 7A: Number of Responding Members Providing Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	134	69	193	88	232	53	310	44
UNIVERSITY GROUP ADMINISTRATOR	31	21	37	29	27	16	31	5
ASSOCIATE ADMINISTRATOR	26	18	29	19	31	15	18	5
ASSISTANT ADMINISTRATOR	57	42	29	28	21	15	14	10
OFFICE MANAGER	15	88	7	53	7	30	7	28
CONTROLLER	12	6	5	1	5	2	4	1
CHIEF FINANCIAL OFFICER	16	7	20	5	12	2	8	2
BUSINESS MANAGER	84	103	55	100	34	39	42	55
PERSONNEL DIRECTOR	3	4	0	4	4	1	2	2
MEDICAL DIRECTOR	2	0	3	0	0	0	7	0
PHYSICIAN PARTNER/SHAREHOLDER	0	0	0	0	3	0	3	0
OTHER	0	3	1	4	2	1	0	0

Table 7B: 25th Percentile Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$39,000	$30,000	$47,000	$36,150	$50,000	$40,800	$53,700	$37,500
UNIVERSITY GROUP ADMINISTRATOR	$35,000	$33,100	$41,000	$35,500	$49,300	$43,250	$50,500	*
ASSOCIATE ADMINISTRATOR	$36,000	$35,000	$41,300	$37,000	$57,000	$32,700	$57,750	*
ASSISTANT ADMINISTRATOR	$35,000	$24,000	$40,000	$33,288	$45,300	$30,000	$48,000	$36,100
OFFICE MANAGER	$30,500	$25,000	$33,000	$26,800	$37,000	$25,975	$40,000	$31,300
CONTROLLER	$30,000	$29,000	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$42,250	$35,000	$42,750	*	$51,000	*	$52,600	*
BUSINESS MANAGER	$30,250	$28,500	$36,900	$29,676	$41,100	$33,000	$40,000	$32,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$81,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 7C: Median Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$47,575	$35,500	$60,000	$45,000	$63,400	$50,100	$72,300	$43,750
UNIVERSITY GROUP ADMINISTRATOR	$40,000	$39,000	$47,000	$43,000	$66,300	$49,208	$57,000	*
ASSOCIATE ADMINISTRATOR	$45,000	$36,650	$50,000	$42,500	$64,200	$45,000	$71,500	*
ASSISTANT ADMINISTRATOR	$38,500	$30,500	$45,000	$37,450	$52,200	$41,000	$52,450	$38,104
OFFICE MANAGER	$33,200	$29,000	$40,000	$30,000	$44,500	$30,100	$48,000	$34,950
CONTROLLER	$39,450	$35,800	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$46,500	$42,650	$57,750	*	$58,795	*	$60,000	*
BUSINESS MANAGER	$38,200	$32,032	$43,500	$35,250	$54,750	$38,000	$48,000	$40,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$99,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 7D: 75th Percentile Salary Data by Position, Years of Experience, and Sex

POSITION DESCRIPTION	YEARS OF EXPERIENCE							
	7.00 OR FEWER YEARS		7.01 TO 12.00 YEARS		12.01 TO 17.00 YEARS		17.01 OR MORE YEARS	
	SEX		SEX		SEX		SEX	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$56,200	$45,200	$75,000	$54,000	$82,300	$55,000	$90,000	$60,000
UNIVERSITY GROUP ADMINISTRATOR	$52,300	$42,000	$62,000	$48,500	$80,000	$54,500	$68,500	*
ASSOCIATE ADMINISTRATOR	$51,900	$45,000	$60,000	$47,960	$76,000	$50,300	$77,000	*
ASSISTANT ADMINISTRATOR	$46,800	$40,000	$54,300	$42,500	$60,000	$58,900	$60,000	$48,000
OFFICE MANAGER	$47,000	$34,600	$45,500	$35,000	$48,000	$36,350	$55,200	$38,900
CONTROLLER	$47,000	$40,300	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	$62,500	$52,000	$66,812	*	$67,500	*	$85,000	*
BUSINESS MANAGER	$48,875	$37,000	$52,000	$42,050	$78,000	$47,000	$58,000	$48,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	$130,000	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 8A: Number of Responding Members Providing Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	202	374	41	23	54	50	137	247
UNIVERSITY GROUP ADMINISTRATOR	22	142	0	1	1	0	9	26
ASSOCIATE ADMINISTRATOR	18	91	1	2	3	5	3	42
ASSISTANT ADMINISTRATOR	18	150	1	0	0	2	8	38
OFFICE MANAGER	12	133	0	0	0	5	7	77
CONTROLLER	2	20	1	0	1	1	2	9
CHIEF FINANCIAL OFFICER	8	39	0	0	1	1	3	21
BUSINESS MANAGER	38	257	1	5	13	17	36	147
PERSONNEL DIRECTOR	2	18	0	0	0	0	0	0
MEDICAL DIRECTOR	2	3	2	0	0	0	2	3
PHYSICIAN PARTNER/SHAREHOLDER	1	1	1	2	1	0	0	0
OTHER	1	4	0	0	0	1	0	5

Table 8B: 25th Percentile Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$45,000	$40,000	$80,000	$49,000	$51,000	$54,000	$48,300	$41,200
UNIVERSITY GROUP ADMINISTRATOR	$36,600	$40,000	*	*	*	*	$40,000	$48,000
ASSOCIATE ADMINISTRATOR	$32,700	$40,000	*	*	*	*	*	$42,400
ASSISTANT ADMINISTRATOR	$30,000	$33,500	*	*	*	*	$35,100	$38,607
OFFICE MANAGER	$22,000	$25,000	*	*	*	*	$33,700	$28,499
CONTROLLER	*	$30,000	*	*	*	*	*	$40,800
CHIEF FINANCIAL OFFICER	$52,300	$42,000	*	*	*	*	*	$45,000
BUSINESS MANAGER	$33,000	$30,000	*	*	$37,300	$36,500	$36,250	$32,000
PERSONNEL DIRECTOR	*	$30,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 8C: Median Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$56,250	$50,000	$93,463	$80,000	$72,000	$66,550	$71,000	$53,000
UNIVERSITY GROUP ADMINISTRATOR	$46,000	$47,500	*	*	*	*	$60,000	$57,000
ASSOCIATE ADMINISTRATOR	$41,500	$47,960	*	*	*	*	*	$56,250
ASSISTANT ADMINISTRATOR	$40,000	$38,500	*	*	*	*	$39,800	$46,900
OFFICE MANAGER	$28,000	$30,000	*	*	*	*	$35,300	$33,500
CONTROLLER	*	$36,750	*	*	*	*	*	$46,000
CHIEF FINANCIAL OFFICER	$57,750	$49,000	*	*	*	*	*	$54,500
BUSINESS MANAGER	$40,000	$35,000	*	*	$56,000	$47,000	$43,000	$38,000
PERSONNEL DIRECTOR	*	$35,500	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 8D: 75th Percentile Salary Data by Position, Income Determination Method, and Written Employment Contract Status

POSITION DESCRIPTION	INCOME DETERMINATION METHOD							
	STRAIGHT SALARY		PERCENT OF GROUP INCOME		COMBINATION OF SALARY AND PERCENT		SALARY PLUS BONUS	
	WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS		WRITTEN EMPLOYMENT CONTRACT STATUS	
	YES	NO	YES	NO	YES	NO	YES	NO
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$75,000	$65,000	$119,000	$105,000	$96,200	$77,000	$86,000	$72,300
UNIVERSITY GROUP ADMINISTRATOR	$50,000	$58,400	*	*	*	*	$78,795	$70,000
ASSOCIATE ADMINISTRATOR	$63,700	$62,100	*	*	*	*	*	$72,000
ASSISTANT ADMINISTRATOR	$55,000	$47,000	*	*	*	*	$46,250	$58,800
OFFICE MANAGER	$37,450	$36,350	*	*	*	*	$44,500	$39,000
CONTROLLER	*	$47,350	*	*	*	*	*	$47,800
CHIEF FINANCIAL OFFICER	$61,795	$58,000	*	*	*	*	*	$66,600
BUSINESS MANAGER	$44,200	$44,200	*	*	$76,600	$52,400	$55,000	$48,000
PERSONNEL DIRECTOR	*	$50,700	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
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Table 9A: Number of Responding Members Providing Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	179	87	174	130	145	157	33	176
UNIVERSITY GROUP ADMINISTRATOR	35	10	22	18	33	14	10	45
ASSOCIATE ADMINISTRATOR	15	8	13	10	10	24	4	70
ASSISTANT ADMINISTRATOR	15	9	8	11	10	30	2	102
OFFICE MANAGER	115	16	36	5	13	6	7	4
CONTROLLER	2	1	6	2	2	4	2	15
CHIEF FINANCIAL OFFICER	2	0	8	1	4	10	5	44
BUSINESS MANAGER	196	35	119	33	51	16	13	19
PERSONNEL DIRECTOR	0	0	0	0	0	0	0	13
MEDICAL DIRECTOR	2	0	0	1	0	2	0	6
PHYSICIAN PARTNER/SHAREHOLDER	0	0	2	0	0	3	0	0
OTHER	1	0	1	0	0	0	0	3

Table 9B: 25th Percentile Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$33,200	$35,700	$43,000	$43,600	$56,000	$52,000	$60,000	$73,973
UNIVERSITY GROUP ADMINISTRATOR	$32,872	$31,000	$40,000	$39,400	$45,500	$46,200	$46,888	$50,000
ASSOCIATE ADMINISTRATOR	$33,000	$29,100	$37,000	$32,100	$35,000	$43,100	*	$52,500
ASSISTANT ADMINISTRATOR	$24,000	$35,200	$29,750	$28,304	$34,000	$35,000	*	$38,000
OFFICE MANAGER	$25,200	$19,850	$32,500	*	$36,500	$43,222	$28,000	*
CONTROLLER	*	*	$38,600	*	*	*	*	$39,000
CHIEF FINANCIAL OFFICER	*	*	$35,500	*	*	$40,000	*	$45,000
BUSINESS MANAGER	$29,890	$28,000	$35,000	$35,500	$40,726	$34,500	$42,000	$32,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$36,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$85,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 9C: Median Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$40,000	$43,000	$52,000	$50,000	$71,000	$65,000	$76,000	$85,000
UNIVERSITY GROUP ADMINISTRATOR	$40,000	$39,500	$48,750	$48,284	$53,000	$58,500	$49,585	$60,000
ASSOCIATE ADMINISTRATOR	$36,000	$38,500	$41,300	$39,500	$43,400	$47,980	*	$65,000
ASSISTANT ADMINISTRATOR	$27,000	$42,500	$39,000	$31,800	$37,000	$40,000	*	$45,650
OFFICE MANAGER	$29,000	$22,800	$36,775	*	$47,000	$45,850	$35,300	*
CONTROLLER	*	*	$44,300	*	*	*	*	$47,200
CHIEF FINANCIAL OFFICER	*	*	$42,900	*	*	$55,000	*	$52,300
BUSINESS MANAGER	$33,500	$30,000	$43,000	$40,000	$49,500	$37,750	$50,000	$42,500
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$43,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$97,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 9D: 75th Percentile Salary Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$47,500	$50,000	$66,000	$60,000	$85,000	$75,000	$95,000	$110,900
UNIVERSITY GROUP ADMINISTRATOR	$44,000	$43,000	$62,500	$52,250	$62,000	$68,300	$60,000	$79,700
ASSOCIATE ADMINISTRATOR	$54,000	$47,160	$45,000	$44,100	$50,000	$53,500	*	$76,000
ASSISTANT ADMINISTRATOR	$39,000	$47,000	$47,861	$40,000	$43,000	$46,000	*	$54,000
OFFICE MANAGER	$33,600	$32,100	$40,000	*	$52,800	$48,000	$40,000	*
CONTROLLER	*	*	$50,700	*	*	*	*	$53,000
CHIEF FINANCIAL OFFICER	*	*	$60,300	*	*	$58,500	*	$65,000
BUSINESS MANAGER	$40,000	$35,000	$53,300	$44,500	$60,000	$51,150	$65,000	$52,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$50,700
MEDICAL DIRECTOR	*	*	*	*	*	*	*	$120,000
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

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Table 10A: Number of Responding Members Providing Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	354	355	151	67	65	70	56
UNIVERSITY GROUP ADMINISTRATOR	24	36	42	19	20	18	39
ASSOCIATE ADMINISTRATOR	25	25	18	10	12	24	46
ASSISTANT ADMINISTRATOR	18	31	22	26	28	40	48
OFFICE MANAGER	169	44	5	4	2	4	5
CONTROLLER	6	6	1	6	7	6	4
CHIEF FINANCIAL OFFICER	10	5	6	6	14	16	17
BUSINESS MANAGER	303	119	47	9	9	11	19
PERSONNEL DIRECTOR	0	0	2	2	4	5	7
MEDICAL DIRECTOR	3	0	2	0	3	4	0
PHYSICIAN PARTNER/SHAREHOLDER	2	2	1	1	0	0	0
OTHER	1	2	0	1	0	2	4

Table 10B: 25th Percentile Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$36,400	$44,000	$51,000	$63,000	$72,000	$78,000	$77,100
UNIVERSITY GROUP ADMINISTRATOR	$32,936	$38,200	$40,000	$45,500	$44,040	$47,000	$45,000
ASSOCIATE ADMINISTRATOR	$30,000	$33,000	$41,483	$41,000	$44,000	$53,750	$50,000
ASSISTANT ADMINISTRATOR	$24,100	$25,000	$32,000	$34,150	$37,000	$36,950	$38,400
OFFICE MANAGER	$25,000	$32,175	*	*	*	*	*
CONTROLLER	$38,100	$37,000	*	$25,700	$30,000	$36,500	*
CHIEF FINANCIAL OFFICER	$31,000	*	$42,650	$40,400	$40,000	$43,750	$54,500
BUSINESS MANAGER	$30,000	$35,000	$38,000	$34,500	$37,500	$30,000	$35,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	$43,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 10C: Median Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$44,650	$52,000	$61,500	$70,000	$80,000	$91,500	$96,900
UNIVERSITY GROUP ADMINISTRATOR	$41,000	$48,000	$46,238	$60,000	$50,925	$52,500	$55,000
ASSOCIATE ADMINISTRATOR	$37,000	$38,000	$46,910	$45,550	$52,250	$65,000	$65,000
ASSISTANT ADMINISTRATOR	$32,738	$34,800	$37,304	$38,250	$40,000	$44,600	$49,000
OFFICE MANAGER	$30,000	$37,000	*	*	*	*	*
CONTROLLER	$43,150	$39,700	*	$46,034	$36,000	$47,550	*
CHIEF FINANCIAL OFFICER	$43,400	*	$56,000	$55,000	$49,450	$50,800	$65,000
BUSINESS MANAGER	$35,000	$42,000	$48,000	$42,700	$41,200	$37,000	$43,000
PERSONNEL DIRECTOR	*	*	*	*	*	*	$60,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 10D: 75th Percentile Salary Data by Position and Number of FTE Physicians

POSITION DESCRIPTION	NUMBER OF FTE PHYSICIANS CATEGORY						
	6.00 OR FEWER	6.01 TO 15.00	15.01 TO 25.00	25.01 TO 35.00	35.01 TO 50.00	50.01 TO 100.00	100.01 OR MORE
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,000	$69,000	$78,000	$85,000	$85,000	$115,000	$120,000
UNIVERSITY GROUP ADMINISTRATOR	$44,189	$53,450	$56,000	$75,000	$61,000	$60,000	$82,400
ASSOCIATE ADMINISTRATOR	$45,000	$45,000	$55,000	$48,000	$66,100	$75,500	$75,000
ASSISTANT ADMINISTRATOR	$41,000	$42,000	$45,100	$46,000	$49,000	$51,775	$59,200
OFFICE MANAGER	$35,000	$45,250	*	*	*	*	*
CONTROLLER	$47,000	$47,800	*	$52,000	$40,800	$57,000	*
CHIEF FINANCIAL OFFICER	$55,000	*	$58,500	$60,000	$54,000	$61,250	$85,000
BUSINESS MANAGER	$43,000	$51,300	$59,600	$49,500	$45,000	$66,000	$52,800
PERSONNEL DIRECTOR	*	*	*	*	*	*	$65,000
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 11A: Number of Responding Members Providing Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	20	93	191	314	238	159	117
UNIVERSITY GROUP ADMINISTRATOR	10	28	33	50	38	27	15
ASSOCIATE ADMINISTRATOR	9	26	20	30	22	30	29
ASSISTANT ADMINISTRATOR	28	28	23	36	39	38	22
OFFICE MANAGER	18	99	67	47	5	0	0
CONTROLLER	12	8	6	5	4	1	0
CHIEF FINANCIAL OFFICER	10	16	8	22	13	3	3
BUSINESS MANAGER	40	150	178	111	35	2	2
PERSONNEL DIRECTOR	13	3	1	0	1	1	0
MEDICAL DIRECTOR	1	0	2	2	4	2	1
PHYSICIAN PARTNER/SHAREHOLDER	0	2	0	1	2	1	0
OTHER	2	5	2	1	0	0	1

Table 11B: 25th Percentile Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$36,600	$36,000	$35,000	$42,400	$48,000	$61,300	$81,000
UNIVERSITY GROUP ADMINISTRATOR	$34,349	$32,436	$36,600	$40,000	$45,700	$48,000	$57,000
ASSOCIATE ADMINISTRATOR	$30,000	$32,700	$35,500	$33,200	$45,000	$47,000	$65,000
ASSISTANT ADMINISTRATOR	$27,500	$28,400	$34,500	$30,000	$35,000	$36,100	$40,000
OFFICE MANAGER	$22,200	$25,000	$28,000	$31,000	*	*	*
CONTROLLER	$29,500	$36,800	$39,000	*	*	*	*
CHIEF FINANCIAL OFFICER	$39,500	$42,250	$42,500	$42,500	$49,000	*	*
BUSINESS MANAGER	$29,300	$30,000	$31,000	$34,500	$33,400	*	*
PERSONNEL DIRECTOR	$30,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 11C: Median Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$49,750	$45,900	$42,561	$50,000	$58,250	$72,000	$98,300
UNIVERSITY GROUP ADMINISTRATOR	$42,189	$42,456	$41,100	$48,250	$55,500	$53,000	$82,400
ASSOCIATE ADMINISTRATOR	$45,000	$39,500	$43,400	$39,500	$51,350	$57,500	$73,500
ASSISTANT ADMINISTRATOR	$38,400	$36,500	$42,500	$36,363	$40,750	$46,675	$48,000
OFFICE MANAGER	$28,096	$28,500	$33,000	$37,000	*	*	*
CONTROLLER	$36,500	$43,500	$43,534	*	*	*	*
CHIEF FINANCIAL OFFICER	$42,825	$54,750	$49,300	$53,500	$58,590	*	*
BUSINESS MANAGER	$34,100	$35,000	$37,000	$40,000	$43,680	*	*
PERSONNEL DIRECTOR	$36,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

Table 11D: 75th Percentile Salary Data by Position and Number of Personnel Supervised

POSITION DESCRIPTION	NUMBER OF PERSONNEL SUPERVISED						
	LESS THAN 6	6 TO 15	16 TO 25	26 TO 50	51 TO 100	101 TO 200	201 AND OVER
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$51,650	$64,500	$55,000	$65,000	$73,864	$85,000	$122,500
UNIVERSITY GROUP ADMINISTRATOR	$49,300	$53,250	$48,315	$58,400	$68,400	$60,000	$100,000
ASSOCIATE ADMINISTRATOR	$50,000	$46,500	$56,000	$48,000	$60,000	$67,000	$87,000
ASSISTANT ADMINISTRATOR	$4[illegible],000	$42,000	$50,500	$48,750	$50,000	$53,000	$58,900
OFFICE MANAGER	$35,000	$33,500	$39,000	$44,500	*	*	*
CONTROLLER	$44,150	$52,000	$47,800	*	*	*	*
CHIEF FINANCIAL OFFICER	$54,000	$62,500	$52,850	$63,900	$71,750	*	*
BUSINESS MANAGER	$43,000	$45,000	$46,000	$51,300	$56,000	*	*
PERSONNEL DIRECTOR	$43,000	*	*	*	*	*	*
MEDICAL DIRECTOR	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 12A: Number of Responding Members Providing Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	13	38	72	52	32	53	40	105
UNIVERSITY GROUP ADMINISTRATOR	17	1	14	9	21	6	4	2
ASSOCIATE ADMINISTRATOR	6	2	7	4	4	3	0	2
ASSISTANT ADMINISTRATOR	5	1	7	3	1	2	3	2
OFFICE MANAGER	13	15	18	16	16	4	4	34
CONTROLLER	2	1	2	1	0	0	1	2
CHIEF FINANCIAL OFFICER	0	0	1	0	1	4	2	3
BUSINESS MANAGER	26	19	42	24	38	15	45	76
MEDICAL DIRECTOR	0	0	1	0	0	1	0	0
PHYSICIAN PARTNER/SHAREHOLDER	0	0	0	0	0	0	1	1
OTHER	1	0	1	1	1	0	0	0

Table 12B: 25th Percentile Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$50,000	$39,000	$32,550	$40,250	$40,319	$45,000	$58,950	$45,000
UNIVERSITY GROUP ADMINISTRATOR	$38,400	*	$33,100	$45,500	$36,700	$41,000	*	*
ASSOCIATE ADMINISTRATOR	$47,000	*	$33,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$24,000	*	*	*	*	*
OFFICE MANAGER	$32,000	$25,200	$22,000	$23,500	$28,940	*	*	$30,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$38,000	$33,500	$27,147	$30,650	$31,400	$34,000	$42,500	$33,500
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 12C: Median Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$65,000	$49,250	$38,200	$48,500	$47,100	$55,000	$72,500	$55,000
UNIVERSITY GROUP ADMINISTRATOR	$45,475	*	$41,300	$55,000	$49,000	$42,000	*	*
ASSOCIATE ADMINISTRATOR	$52,500	*	$38,000	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$25,000	*	*	*	*	*
OFFICE MANAGER	$33,000	$35,000	$29,000	$27,200	$33,250	*	*	$33,350
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$44,400	$38,200	$30,500	$36,250	$35,150	$37,500	$49,100	$41,750
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 12D: 75th Percentile Salary Data by Position and Single Specialty Group Type

POSITION DESCRIPTION	SINGLE SPECIALTY GROUP TYPE							
	ANESTHESIOLOGY	CARDIOLOGY	FAMILY PRACTICE	INTERNAL MEDICINE	OBSTETRICS GYNECOLOGY	OPHTHALMOLOGY	RADIOLOGY	SURGERY: ORTHOPEDIC
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$90,000	$62,000	$49,150	$69,050	$68,150	$74,000	$87,000	$74,000
UNIVERSITY GROUP ADMINISTRATOR	$52,932	*	$53,000	$75,000	$54,000	$68,400	*	*
ASSOCIATE ADMINISTRATOR	$60,000	*	$40,300	*	*	*	*	*
ASSISTANT ADMINISTRATOR	*	*	$35,000	*	*	*	*	*
OFFICE MANAGER	$39,000	$43,000	$31,000	$31,800	$37,175	*	*	$37,000
CONTROLLER	*	*	*	*	*	*	*	*
CHIEF FINANCIAL OFFICER	*	*	*	*	*	*	*	*
BUSINESS MANAGER	$58,800	$40,300	$38,000	$40,963	$43,800	$45,500	$59,600	$51,500
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 13A: Number of Responding Members Providing Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	208	292	334	291
UNIVERSITY GROUP ADMINISTRATOR	74	47	59	20
ASSOCIATE ADMINISTRATOR	34	60	38	32
ASSISTANT ADMINISTRATOR	37	74	54	51
OFFICE MANAGER	39	54	83	60
CONTROLLER	5	9	13	8
CHIEF FINANCIAL OFFICER	9	23	22	21
BUSINESS MANAGER	127	122	146	120
PERSONNEL DIRECTOR	2	10	4	4
MEDICAL DIRECTOR	4	5	1	2
PHYSICIAN PARTNER/SHAREHOLDER	1	1	2	2
OTHER	4	4	0	3

Table 13B: 25th Percentile Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$44,650	$44,000	$41,000	$45,900
UNIVERSITY GROUP ADMINISTRATOR	$39,000	$41,100	$40,000	$39,025
ASSOCIATE ADMINISTRATOR	$40,000	$36,950	$41,000	$41,200
ASSISTANT ADMINISTRATOR	$32,100	$34,150	$35,000	$35,000
OFFICE MANAGER	$25,975	$25,200	$26,000	$27,796
CONTROLLER	*	$40,300	$35,000	$33,500
CHIEF FINANCIAL OFFICER	$46,000	$42,400	$40,000	$42,500
BUSINESS MANAGER	$31,400	$30,000	$32,000	$32,000
PERSONNEL DIRECTOR	*	$34,300	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 13C: Median Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$55,600	$54,375	$53,350	$60,000
UNIVERSITY GROUP ADMINISTRATOR	$48,534	$53,000	$50,000	$42,550
ASSOCIATE ADMINISTRATOR	$45,750	$52,700	$47,500	$47,980
ASSISTANT ADMINISTRATOR	$40,000	$40,000	$38,554	$45,000
OFFICE MANAGER	$33,000	$32,450	$30,600	$30,413
CONTROLLER	*	$46,000	$36,500	$39,900
CHIEF FINANCIAL OFFICER	$52,600	$54,000	$54,750	$52,000
BUSINESS MANAGER	$37,000	$36,000	$40,000	$37,450
PERSONNEL DIRECTOR	*	$43,500	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

Table 13D: 75th Percentile Salary Data by Position and MGMA Section

POSITION DESCRIPTION	MGMA SECTION			
	EASTERN	MIDWEST	SOUTHERN	WESTERN
	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES	SALARY AND BONUSES
CHIEF ADMINISTRATOR	$75,000	$72,500	$76,000	$82,000
UNIVERSITY GROUP ADMINISTRATOR	$65,400	$68,400	$57,000	$46,194
ASSOCIATE ADMINISTRATOR	$60,000	$67,150	$60,000	$65,000
ASSISTANT ADMINISTRATOR	$45,300	$50,000	$46,730	$52,000
OFFICE MANAGER	$39,000	$36,350	$38,500	$37,000
CONTROLLER	*	$47,200	$41,068	$51,500
CHIEF FINANCIAL OFFICER	$58,500	$60,000	$63,900	$65,000
BUSINESS MANAGER	$50,000	$47,000	$50,000	$45,198
PERSONNEL DIRECTOR	*	$65,000	*	*
MEDICAL DIRECTOR	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*
OTHER	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data

Table 14A: Number of Responding Members Providing Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES	NUMBER OF RESPONSES
CHIEF ADMINISTRATOR	167	82	161	120	138	146	32	160
UNIVERSITY GROUP ADMINISTRATOR	30	7	19	16	29	14	10	40
ASSOCIATE ADMINISTRATOR	15	6	11	10	9	19	3	65
ASSISTANT ADMINISTRATOR	14	8	8	11	9	25	1	96
OFFICE MANAGER	105	15	33	5	12	5	7	3
CONTROLLER	2	1	4	2	2	4	2	14
CHIEF FINANCIAL OFFICER	2	0	6	1	4	9	5	42
BUSINESS MANAGER	183	30	107	31	46	15	12	16
PERSONNEL DIRECTOR	0	0	0	0	0	0	0	12
MEDICAL DIRECTOR	2	0	0	1	0	2	0	5
PHYSICIAN PARTNER/SHAREHOLDER	0	0	2	0	0	1	0	0
OTHER	1	0	1	0	0	0	0	3

Table 14B: 25th Percentile Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$5,120	$5,000	$7,100	$6,275	$10,200	$9,400	$11,100	$12,510
UNIVERSITY GROUP ADMINISTRATOR	$5,650	$3,648	$7,450	$5,775	$7,450	$10,000	$7,550	$8,588
ASSOCIATE ADMINISTRATOR	$4,774	$3,200	$5,285	$5,500	$7,287	$6,200	*	$8,750
ASSISTANT ADMINISTRATOR	$2,800	$3,638	$4,400	$4,456	$6,250	$5,050	*	$5,160
OFFICE MANAGER	$3,940	$3,515	$6,700	*	$10,043	*	$3,400	*
CONTROLLER	*	*	*	*	*	*	*	$7,700
CHIEF FINANCIAL OFFICER	*	*	$6,900	*	*	$7,300	*	$6,450
BUSINESS MANAGER	$5,200	$3,400	$7,600	$4,450	$8,500	$5,950	$9,525	$5,550
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$5,075
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Table 14C: Median Fringe Benefits Data by Position, Cash Collections, and Group Type

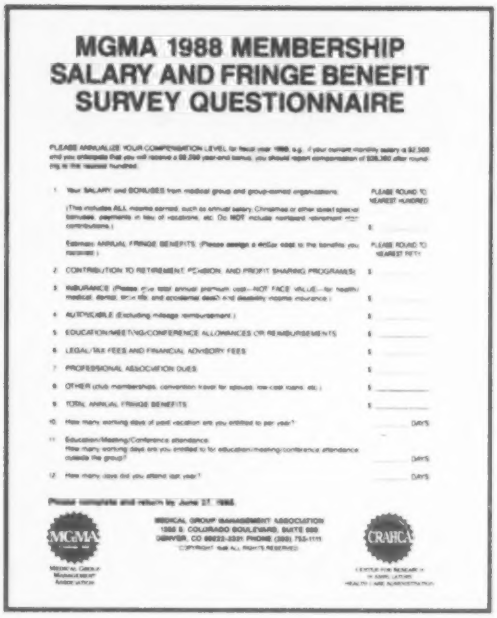
POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$8,350	$7,500	$12,500	$9,038	$15,900	$12,722	$15,825	$17,520
UNIVERSITY GROUP ADMINISTRATOR	$8,855	$7,096	$11,450	$7,875	$11,371	$11,135	$10,475	$10,879
ASSOCIATE ADMINISTRATOR	$7,700	$4,767	$6,500	$5,441	$9,500	$8,075	*	$12,350
ASSISTANT ADMINISTRATOR	$4,038	$5,164	$8,420	$4,980	$7,450	$7,500	*	$8,398
OFFICE MANAGER	$5,485	$5,750	$9,450	*	$13,070	*	$7,550	*
CONTROLLER	*	*	*	*	*	*	*	$8,000
CHIEF FINANCIAL OFFICER	*	*	$8,150	*	*	$9,600	*	$9,075
BUSINESS MANAGER	$7,150	$6,525	$10,600	$7,100	$10,785	$11,800	$11,450	$8,125
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$6,780
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

Table 14D: 75th Percentile Fringe Benefits Data by Position, Cash Collections, and Group Type

POSITION DESCRIPTION	CASH COLLECTIONS CATEGORY							
	$2,000,000 OR FEWER		$2,000,001 TO $4,000,000		$4,000,001 TO $10,000,000		$10,000,001 OR MORE	
	GROUP TYPE		GROUP TYPE		GROUP TYPE		GROUP TYPE	
	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY	SINGLE SPECIALTY	MULTI-SPECIALTY
	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS	FRINGE BENEFITS
CHIEF ADMINISTRATOR	$11,550	$11,850	$16,600	$12,925	$22,500	$17,390	$20,850	$24,250
UNIVERSITY GROUP ADMINISTRATOR	$11,000	$10,150	$14,645	$11,500	$16,150	$17,500	$13,000	$13,400
ASSOCIATE ADMINISTRATOR	$11,800	$5,350	$9,750	$9,750	$15,800	$11,350	*	$14,100
ASSISTANT ADMINISTRATOR	$5,700	$7,150	$9,500	$6,250	$9,848	$9,500	*	$12,378
OFFICE MANAGER	$7,600	$7,550	$10,568	*	$15,040	*	$9,450	*
CONTROLLER	*	*	*	*	*	*	*	$9,100
CHIEF FINANCIAL OFFICER	*	*	$20,000	*	*	$10,000	*	$11,750
BUSINESS MANAGER	$10,150	$9,000	$15,050	$9,370	$17,100	$14,800	$20,281	$10,975
PERSONNEL DIRECTOR	*	*	*	*	*	*	*	$9,563
MEDICAL DIRECTOR	*	*	*	*	*	*	*	*
PHYSICIAN PARTNER/SHAREHOLDER	*	*	*	*	*	*	*	*
OTHER	*	*	*	*	*	*	*	*

NOTES: AN ASTERISK INDICATES THAT DATA ARE SUPPRESSED WHEN THE NUMBER OF RESPONDING MEMBERS IS LESS THAN 6.

Medical Group Management Association
1988 Membership Salary Survey Based on 1988 Data



MGMA 1988 MEMBERSHIP SALARY AND FRINGE BENEFIT SURVEY QUESTIONNAIRE

PLEASE ANNUALIZE YOUR COMPENSATION LEVEL for fiscal year 1988, e.g., if your current monthly salary is $2,500 and you anticipate that you will receive a $2,500 year-end bonus, you should report compensation of $32,500 after rounding to the nearest hundred.

1. Your SALARY and BONUSES from medical group and group-owned organizations. PLEASE ROUND TO NEAREST HUNDRED
   (This includes ALL income earned, such as annual salary, Christmas or other bonus special bonuses, payments in lieu of vacations, etc. Do NOT include nonstaff retirement plan contributions.) $ _____
   Estimate ANNUAL FRINGE BENEFITS. (Please assign a dollar cost to the benefits you receive.) PLEASE ROUND TO NEAREST TEN
2. CONTRIBUTION TO RETIREMENT, PENSION, AND PROFIT SHARING PROGRAMS: $ _____
3. INSURANCE (Please give total annual premium cost—NOT FACE VALUE—for health/medical, dental, term life, and accidental death and disability income insurance.) $ _____
4. AUTOMOBILE (Excluding mileage reimbursement.) $ _____
5. EDUCATION/MEETING/CONFERENCE ALLOWANCES OR REIMBURSEMENTS: $ _____
6. LEGAL/TAX FEES AND FINANCIAL ADVISORY FEES: $ _____
7. PROFESSIONAL ASSOCIATION DUES: $ _____
8. OTHER (club memberships, conversion travel for spouse, low-cost loans, etc.) $ _____
9. TOTAL ANNUAL FRINGE BENEFITS: $ _____
10. How many working days of paid vacation are you entitled to per year? _____ DAYS
11. Education/Meeting/Conference attendance.
    How many working days are you entitled to for education/meeting/conference attendance outside the group? _____ DAYS
12. How many days did you attend last year? _____ DAYS

Please complete and return by June 27, 1988.

MEDICAL GROUP MANAGEMENT ASSOCIATION
1355 S. COLORADO BOULEVARD, SUITE 900
DENVER, CO 80222-3231 PHONE (303) 753-1111
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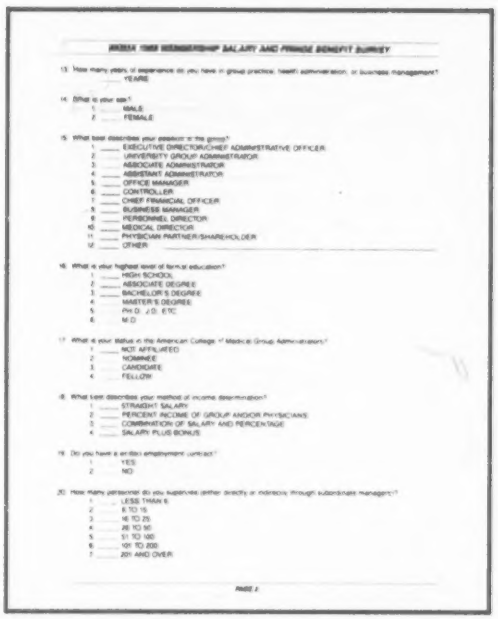
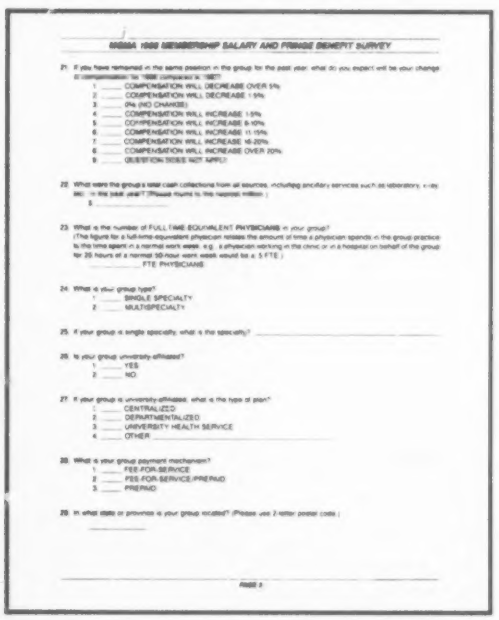
Medical Group Management Association

CENTER FOR RESEARCH IN AMBULATORY HEALTH CARE ADMINISTRATION



13. How many years of experience do you have in group practice, health administration, or business management?
    _____ YEARS
14. What is your sex?
    1. _____ MALE
    2. _____ FEMALE
15. What best describes your position in the group?
    1. _____ EXECUTIVE DIRECTOR/CHIEF ADMINISTRATIVE OFFICER
    2. _____ UNIVERSITY GROUP ADMINISTRATOR
    3. _____ ASSOCIATE ADMINISTRATOR
    4. _____ ASSISTANT ADMINISTRATOR
    5. _____ OFFICE MANAGER
    6. _____ CONTROLLER
    7. _____ CHIEF FINANCIAL OFFICER
    8. _____ BUSINESS MANAGER
    9. _____ PERSONNEL DIRECTOR
    10. _____ MEDICAL DIRECTOR
    11. _____ PHYSICIAN PARTNER/SHAREHOLDER
    12. _____ OTHER _____
16. What is your highest level of formal education?
    1. _____ HIGH SCHOOL
    2. _____ ASSOCIATE DEGREE
    3. _____ BACHELOR'S DEGREE
    4. _____ MASTER'S DEGREE
    5. _____ PH.D., J.D., ETC.
    6. _____ M.D.
17. What is your status in the American College of Medical Group Administrators?
    1. _____ NOT AFFILIATED
    2. _____ NOMINEE
    3. _____ CANDIDATE
    4. _____ FELLOW
18. What best describes your method of income determination?
    1. _____ STRAIGHT SALARY
    2. _____ PERCENT INCOME OF GROUP AND/OR PHYSICIANS
    3. _____ COMBINATION OF SALARY AND PERCENTAGE
    4. _____ SALARY PLUS BONUS
19. Do you have a written employment contract?
    1. _____ YES
    2. _____ NO
20. How many personnel do you supervise (either directly or indirectly through subordinate managers)?
    1. _____ LESS THAN 6
    2. _____ 6 TO 15
    3. _____ 16 TO 25
    4. _____ 26 TO 50
    5. _____ 51 TO 100
    6. _____ 101 TO 200
    7. _____ 201 AND OVER



21. If you have remained in the same position in the group for the past year, what do you expect will be your change in compensation for 1988 compared to 1987?
    1. _____ COMPENSATION WILL DECREASE OVER 5%
    2. _____ COMPENSATION WILL DECREASE 1-5%
    3. _____ 0% (NO CHANGE)
    4. _____ COMPENSATION WILL INCREASE 1-5%
    5. _____ COMPENSATION WILL INCREASE 6-10%
    6. _____ COMPENSATION WILL INCREASE 11-15%
    7. _____ COMPENSATION WILL INCREASE 16-20%
    8. _____ COMPENSATION WILL INCREASE OVER 20%
    9. _____ QUESTION DOES NOT APPLY
22. What were the group's total cash collections from all sources, including ancillary services such as laboratory, x-ray, etc., in the past year? (Please round to the nearest million.)
    $ _____
23. What is the number of FULL-TIME EQUIVALENT PHYSICIANS in your group?
    (The figure for a full-time-equivalent physician relates the amount of time a physician spends in the group practice to the time spent in a normal work week, e.g., a physician working in the clinic or in a hospital on behalf of the group for 20 hours of a normal 50-hour work week would be a .5 FTE.)
    _____ FTE PHYSICIANS
24. What is your group type?
    1. _____ SINGLE SPECIALTY
    2. _____ MULTISPECIALTY
25. If your group is single specialty, what is the specialty? _____
26. Is your group university-affiliated?
    1. _____ YES
    2. _____ NO
27. If your group is university-affiliated, what is the type of plan?
    1. _____ CENTRALIZED
    2. _____ DEPARTMENTALIZED
    3. _____ UNIVERSITY HEALTH SERVICE
    4. _____ OTHER _____
28. What is your group payment mechanism?
    1. _____ FEE-FOR-SERVICE
    2. _____ FEE-FOR-SERVICE/PREPAID
    3. _____ PREPAID
29. In what state or province is your group located? (Please use 2-letter postal code.)
    _____

IF YOU DO NOT WANT TO COMPLETE THIS SURVEY QUESTIONNAIRE, PLEASE RETURN IT TO MGMA, INDICATING YOUR CONCERNS BELOW. Your response is appreciated and will be used in evaluating the survey. Any other suggestions for content or format changes are also solicited. Since the MGMA Salary and Fringe Benefit Survey is anonymous, if you want a response to a question, either note your name, group, address, and phone number below, or write your question using medical group letterhead. If you identify yourself, your questions will be answered.

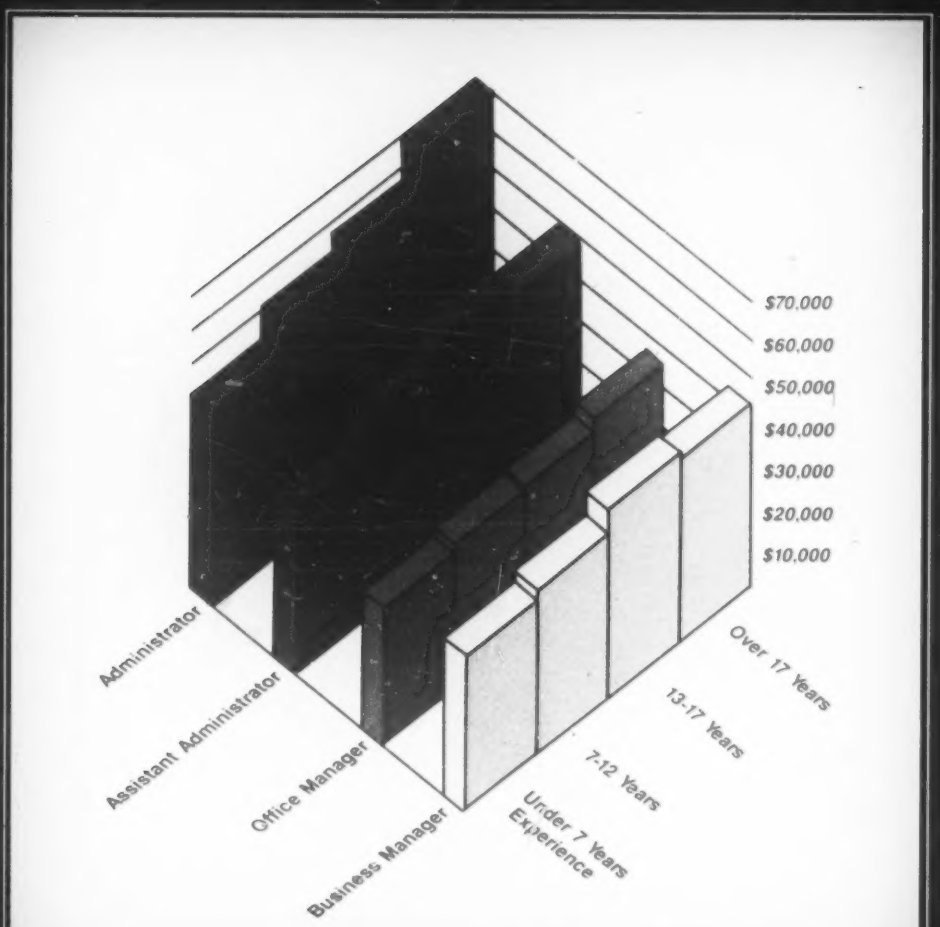
SUGGESTIONS AND COMMENTS:

THANK YOU FOR YOUR TIME AND EFFORT IN COMPLETING THIS SURVEY!

Sincerely,

MGMA Financial Management Committee and
MGMA/CRAHCA Staff

Please return your completed questionnaire no later than June 27, 1988 to: MGMA Salary and Fringe Benefit Survey, 1355 South Colorado Blvd., Suite 900, Denver, Colorado 80222. A pre-addressed envelope is provided for your convenience.



Median Annual Salary and Bonus by Position and Years of Experience

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